

REQUEST FOR PROPOSALS FOR COMMUNITY NEEDS ASSESSMENT STUDY FOR THE CITY OF CAMBRIDGE

Sealed proposals will be received at the Office of the Purchasing Agent, Room 303, City Hall, 795 Massachusetts Avenue, Cambridge Massachusetts 02139 until **11:00 am on Thursday, April 9, 2015** for providing the following services to the City of Cambridge:

The City of Cambridge is seeking proposals from a consultant or team ("Consultant") to conduct a comprehensive needs assessment in Cambridge in order to identify the community's most pressing unmet needs. The completed needs assessment will be used to help guide the City to set funding priorities and to further develop targeted investment strategies to potentially enter into agreements with the nonprofit community for services and extend service reach to Cambridge residents. This needs assessment is the first step in administering a fair and transparent process to determine funding priorities in the allocation of public monies for nonprofit services.

Copies of the Request for Proposal may be obtained at the Office of the Purchasing Agent on or after **Thursday, March 19, 2015** 8:30 a.m. to 8:00 p.m. on Mondays, Tuesday through Thursday from 8:30 a.m. to 5:00 p.m., and Fridays from 8:30 a.m. to noon. This RFP may be downloaded from the City's website: www.cambridgema.gov, online services, Purchasing Bid List, Regular RFP, File No. **6750** The City of Cambridge reserves the right to reject any or all proposals, waive any minor informalities in the proposal process, and accept the proposal deemed to be in the best interest of the City. The City of Cambridge has established or will establish prior to negotiations a not-to-exceed fee.

There must be no mention of the applicant's fee in the proposal. Any mention of the fee will subject the proposal to rejection.

Questions concerning the Request for Proposals must be submitted in writing by 4:00 p.m. on **Tuesday, March 31, 2015** to **Amy L. Witts, Purchasing Agent** at the address above or by fax (617) 349-4008. Answers to questions will be posted to the website in a form of an Addendum.

Two separate sealed envelopes, a sealed envelope containing one (1) original and twelve (12) copies of the non-price proposal marked "Non-Price Proposal –Community Needs Assessment Study for the City of Cambridge," and one sealed envelope containing the price proposal form marked "Request for Proposal for Community Needs Assessment Study for the City of Cambridge" must be received by Amy L. Witts, Purchasing Agent, City of Cambridge, 795 Massachusetts Avenue, Cambridge, prior to **11:00 AM, Thursday, April 9, 2015 . Any proposals received after such time will not be accepted, unless the date and time has been changed by addendum. Delivery to any other office or department does not constitute compliance with this paragraph, unless the proposals are received by the Purchasing Agent by the established deadline.**

**Amy L. Witts
Purchasing Agent**

Confidentiality and Public Records Law

All bids or other materials submitted by the vendor in response to this Request for Proposal will be opened for inspection by any person and in accordance with the Massachusetts Public Records Law.

Terms and Conditions

The terms and conditions of any contract awarded through this procurement are attached hereto and shall be affirmed by the City and selected proposer.

1. The proposers bid will remain in effect for a period of 90 days from the deadline for submission of proposals or until it is formally withdrawn, a contract executed or this RFP is canceled, whichever occurs first.
2. The Purchasing Agent shall cancel the contract if funds are not appropriated or otherwise made available to support continuation of performance in any fiscal year.
3. A sample contract is attached hereto (**Appendix A**). The bidder must be willing to sign the City's contract. The City will not accept a bidder's terms & conditions.
4. Rule for Award: The City will award a contract to the proposer submitting the most advantageous proposal taking into consideration the proposals Quality Requirements, Evaluation Criteria and composite ratings, references and price.
Rates must remain firm or be reduced throughout the life of the contract. A Contract will be awarded within 90 days unless award date is extended by consent of all parties concerned.
5. The City of Cambridge Living Wage Ordinance is applicable. The current living wage rate is \$14.95 per hour (the ordinance is attached, **Appendix B**)
6. The contract period shall commence on the date of execution of the contract by the City of Cambridge and shall be in effect through December 2015.

INSTRUCTIONS TO PROPOSERS

1. **Two separate sealed envelopes**, one sealed envelope that contains one (1) original and twelve (12) copies of the **non-price** proposal marked “Non-Price Proposal –Community Needs Assessment Study for the City of Cambridge and one sealed envelope that contains one (1) original price summary form marked “Price Proposal – Community Needs Assessment Study for the City of Cambridge” must be received by the Purchasing Agent, City of Cambridge, 3rd floor City Hall prior to **11:00 AM, Thursday, April 9, 2015**. Chapter 30B requires that price proposals must be separate from technical proposals. **Therefore please make no reference to price in the non-price proposal. Failure to adhere to this requirement will result in disqualification.** It is the sole responsibility of the proposer to insure that the proposal arrives on time at the designated place. Parking is limited at City Hall so it is strongly recommended that proposals are mailed or delivered in advanced of the due date and time. Late proposals will not be accepted.
2. The signature of the authorized official(s) must be provided on all the proposal forms. All proposals should be double -sided in conformance with the City's recycling policy.
3. The signature of the authorized official(s) should be organized and presented as directed. Accuracy and completeness are essential. The successful proposal will be incorporated into a contract; therefore, the proposer should not make claims that they are not prepared to commit to contractually.
4. The Price Proposal form must be completed as instructed. No substitute form will be accepted. Pricing must remain firm for the duration of the contract. The proposal submitted must be without conditions or exceptions.
5. Failure to answer any questions, to complete any form or to provide the documentation required will be deemed non-responsive and will result in automatic rejection of the proposal unless the City determines that such failure constitutes a minor informality, as defined in Chapter 30B.
6. All interpretations of the RFP and supplemental instructions will be in the form of written addenda to the RFP specifications. Requests for clarification or any questions about information contained in the RFP should be addressed in writing to:

Amy L. Witts, Purchasing Agent
795 Massachusetts Avenue
Cambridge, MA 02139.
or faxed to (617)349-4008

No requests or questions will be accepted after 4 p.m. on Tuesday, March 31, 2015.

Please include the name, address, e-mail address, telephone number and fax number, if available, of the person to whom additional information should be sent. Any information sent to one proposer will be sent to all proposers.

7. Proposals must be unconditional. However, prior to the proposal opening proposers may correct, modify, or withdraw proposals by written request to , Amy L. Witts, Purchasing Agent, City of Cambridge, Room 303, City Hall, 795 Massachusetts Avenue, Cambridge, MA 02139. A letter will be sufficient for withdrawal of a proposal up the date of the proposal opening. Any correction or modification to a proposal must be submitted in writing and in a sealed envelope labeled "Community Needs Assessment Study for the City of Cambridge" - Modification to (or Withdrawal of) Proposal.

EVALUATIONS OF THE PROPOSALS

All non-price proposals will be reviewed by the Evaluation Committee in accordance with M.G.L. Chapter 30B. Final selection will be based on evaluation and analysis of the information and materials required under the RFP, including information obtained by direct contact with references. The Evaluation Committee will be composed of City staff from several City departments.

Proposals that meet the Quality Requirements will be reviewed for responses to the Comparative Evaluation Criteria. Each member of the Evaluation Committee will assign a rating of Highly Advantageous, Advantageous, or Not Advantageous to each Comparative Evaluation Criteria. Based on the Comparative Evaluation Criteria ratings, a composite rating by the Evaluation Committee will be determined for each proposal.

Based on the review of the non-price proposals, certain proposers will be asked to participate in an onsite interview and make in person presentations to the Evaluation Committee. Proposers should therefore be prepared to travel to Cambridge for this interview and presentation. Presentations shall be made by the staff to be assigned to the contract and the project manager and other personnel who will be working on the project on a day-to-day basis should be present. Proposers will be expected to answer questions from the Evaluation Committee. The City will not assume any costs related to these interviews and presentations.

References will be contacted to determine if the proposer is responsive and responsible. References will be asked about their over-all impression of the proposer's quality of services performed and the timeliness of service delivery. The City reserves the right to use itself as a reference and to contact references other than those submitted by the proposer.

After evaluation of the non-price proposals is complete, the price proposals will be opened. The price proposals will be evaluated and ranked by the Purchasing Agent. The contract will not necessarily be awarded to the proposal that receives the highest ranking with respect to the price

proposal. The City will award the contract to only one responsive and responsible proposer submitting the most advantageous proposal taking into consideration the proposals' quality requirements, evaluation criteria and composite ratings, interview, references and price. Before awarding the contract, the City may request additional information from the proposer. The City reserves the right to reject any and all proposals if it determines that the criteria set forth have not been met or for any other reason.

INTRODUCTION

The City of Cambridge is seeking proposals from a consultant or team ("Consultant") to conduct a comprehensive needs assessment in Cambridge in order to identify the community's most pressing unmet needs. The completed needs assessment will be used to help guide the City and other charitable organizations to set funding priorities and to further develop targeted investment strategies to potentially enter into agreements with the nonprofit community for services and extend service reach to Cambridge residents. This needs assessment is the first step in administering a fair and transparent process to determine funding priorities in the allocation of public monies for nonprofit services.

This RFP outlines the scope of services that the City is seeking as well as the selection and evaluation criteria to be used by the City in awarding the bid to a Consultant.

BACKGROUND

Between 2010 and 2013, mitigation funds designated to be used for community benefits purposes have been pledged to the City of Cambridge through zoning amendments and agreements with developers. The funds acquired through these agreements with developers that are not restricted to specific public projects by the terms of such agreements, are public monies to be used for Community Benefits purposes. To put these funds to good use, a lead idea suggested by the City Council is to use the funds to partner with the nonprofit community in order to expand services to benefit Cambridge residents and better meet residents' unmet needs.

The City conducted an initial analysis of funding allocation models for nonprofit services. The analysis "Comparative City Survey of Funding Allocation Processes for Nonprofit Services" compares municipal models for establishing funding priorities and needs assessment strategies that municipal legislative bodies use to inform funding priority decisions. General findings from the analysis suggest that the City would benefit from using a combination of both community-defined and data-driven needs assessment strategies to help to create a fuller picture of the community's unmet needs.

Since the idea's conception, the City has worked with the Cambridge Community Foundation, a charitable organization focused on serving Cambridge residents, and representatives of the Cambridge Nonprofit Coalition to discuss collaboration on the development of a transparent and inclusive framework for understanding the community's needs. The Cambridge Nonprofit Coalition is an expanding group of executive directors from a wide spectrum of local nonprofit organizations whose mission it is to strengthen the Cambridge nonprofit sector by building a collective voice and promoting collaboration in order to meet changing needs and improve the quality of life for the community.

In addition to supporting the Nonprofit Coalition's work, the Cambridge Community Foundation has been engaged in its own strategic planning process to guide its fundraising and allocation process. The Foundation has expressed interest in participating in the needs assessment process and will provide funding support for the Community Needs Assessment.

PURPOSE/PROJECT DESCRIPTION

The primary purpose of the proposed needs assessment is to gain an in-depth understanding of the most pressing needs of Cambridge residents. The results of the Community Needs Assessment will be used to inform potential funding priorities and, subsequently, to develop a funding allocation plan. It is also expected that other entities will use the assessment, including city departments in applying for federal, state, and foundation grants, and local charitable organizations in developing strategic funding initiatives. The City anticipates that the focus will largely be on human service needs. However, it is important not to preclude discussion of other community priorities such as services or programs that reinforce or support City policy and goals (e.g. sustainability, arts, public health, etc.). The goals of the Community Needs Assessment are to:

- Broadly assess the needs and service gaps of Cambridge residents across the age spectrum including children, youth, families, adults, and seniors
- Identify categories of need across the age spectrum. One possibility for this might be to use the following categories; however, suggestions for other approaches are encouraged:
 - Prevention - to help prevent, limit, and minimize the need for services
 - Intervention - to provide a social safety net for individuals and families during crisis (limited period of time)
 - Protection services - to protect individuals and families from real or perceived threats
 - Supportive services- service aid for individuals requiring lifelong support based on their circumstances
- Identify and map needs and service gaps across Cambridge to determine which geographic areas have the greatest service needs
- Identify community priorities including services and programs that reinforce or support City policy and goals (e.g. sustainability, housing, health, innovation, arts, and culture)
- Identify a methodology and course of action for a community-wide needs assessment that can be replicated for future assessments
- Select and justify a set of metrics such as indicators and risk factors to identify the greatest area of need for Cambridge residents
- Examine, collect, and analyze primary and secondary data in order to create a comprehensive understanding of community needs and priorities
- Engage with a variety of stakeholders including but not limited to service providers, city staff, city leadership, neighborhood organizations, educators, representatives from local nonprofits, and residents
- Understand the service needs of diverse populations including populations that are generally underserved, vulnerable, and marginalized
- Effectively categorize and present the results of the community needs assessment in order for City leaders, partners, and advisory boards to make informed decisions regarding the selection of funding priorities and targeted investments.

PROJECT DIRECTION

Direction and oversight of the Community Needs Assessment process will be managed by the City with support and guidance from an Advisory Group to ensure a fair and transparent public process. The Advisory Group will be composed of City staff from multiple departments and representatives of both the Cambridge Community Foundation, and local nonprofit community. The Advisory Group will be chaired by the City and will provide information and guidance to the Consultant, as needed, to facilitate the Needs Assessment process. Support to the Consultant will include, but is not limited to the sharing of existing data and research, an extensive knowledge of the Cambridge community, and access to key stakeholders. It is the intention that the Advisory Group review the Consultant's methodology and action plan prior to initiating the needs assessment in order to offer feedback and guidance on the process. It is also expected that the Consultant meet with the Advisory Group to review the results of the needs assessment and to discuss the implications of the research.

SCOPE OF SERVICES

Development of a Research Plan & Methodology for Conducting a Citywide Needs Assessment

- To create a detailed qualitative research plan to collect in-depth narrative data through methods such as focus groups, public workshops, open public meetings, personal interviews, electronic surveys, and written questionnaires.
- To identify what support is needed from the City and the Advisory Group to fulfill the community needs assessment
- To create a detailed quantitative research plan to identify existing data sources from key stakeholders to understand the community's population and community profile to identify gaps in services, populations trends, and to map out a citywide stakeholder engagement plan
- To prepare a detailed project timeline addressing all the items within the scope of this RFP
- To articulate within the scope of this RFP the number of focus groups, interviews, and meetings with key stakeholders that the Consultant plans in order to fulfill the comprehensive needs assessment
- To work with an Advisory Group to help refine the research plan strategy and to determine the level of specificity required for the needs assessment to make suggestions for potential investment areas
- Within the scope and project timeline, specify the associated Consultant team member(s) who will be responsible for completing each task.

In completing this comprehensive needs assessment, the Consultant will provide the City with a written report that:

- Defines the goals of the community needs assessment and identifies the gaps in services
- Presents a clear and detailed methodology and research plan to conduct the needs assessment
- Justifies the selection of metrics used to assess the greatest areas of needs in Cambridge including key indicators and risk factors

- Identifies, analyzes, and synthesizes existing data and research – discussion of key questions, data sources, and the approach to employing existing data
- Identifies and analyzes primary and secondary qualitative data collected from engagement with key stakeholders including service providers, neighborhood groups, city leaders, educators, and Cambridge residents) with emphasis on vulnerable, marginalized, and underserved populations
- Interprets, categorizes and presents the results of the community needs assessment, providing recommendations for broad funding priorities, followed by suggestions on areas for potential investments

Data Access and Replication for Future Needs Assessments

The Consultant shall provide the City data access in which the data that has been collected is returned to the City in a form that the City can continue to analyze and mine.

Preliminary Project Schedule

The City is interested in advancing this Assessment so that its results can be considered in the near future. The following is an **approximate** timeframe for the project:

- RFP Opening April 9, 2015
- Contract Award May 10, 2015
- Project Completion December 2015

Meetings and Public Presentations

The Consultant will meet with City staff on at least a bi-monthly basis and with the City Solicitor and Legal Team as needed and on request. The Consultant is expected to meet with the Advisory Group **at least six (6) times** over the course of the total process; more specifically, **at least twice** prior to conducting the needs assessment, **at least twice** during the needs assessment to review preliminary findings, followed by **at least two** additional meetings to share the potential implications of the needs assessment and to receive feedback on the draft report. Further, the Consultant may be requested to present its findings and recommendations for potential investments to the City Council or at other public meetings during the study period.

Work Product

The Consultant shall provide interim, draft final, and final written reports to City staff that cover all items described above. The Consultant shall work with city staff on the appropriate timing for the materials based on their proposed work plan. The final report and any interim products will be submitted to the City in digital and hard copy formats and the final report and recommendations on potential investment areas may be made available on the City's website. The City of Cambridge retains the right to the use of the Community Needs Assessment, in whole or in part, and interim products as it deems fit.

Additionally, the Consultant shall provide the entire data set along with a computerized method for continuing data analysis.

QUALITY REQUIREMENTS

A no response or a failure to respond to any of the following quality requirements will result in a rejection of your proposal. Please use the form provided in this document.

Indicate **Yes or No** for each of the following requirements and provide the name of the qualified team member.

The Team Leader has at least five (5) years of documented experience in conducting needs based assessments of urban environments (comparable in size to Cambridge or larger) involving multiple stakeholders.

YES _____ NO _____

Consultant Name: _____

2. The Project Team has at least five (5) years of documented experience in the following disciplines: qualitative research design, quantitative research design (including data collection, analysis and data visualization), and community outreach and engagement.

YES _____ NO _____

Qualitative Research Design Consultant Name: _____

Quantitative Research Design Consultant Name: _____

Community Outreach & Engagement Consultant Name: _____

3. The Consultant has conducted at least two (2) similar needs assessments, the results of which were used to inform the development of future investment strategies for a philanthropic organization and/or a public agency.

YES _____ NO _____

Required Submissions

In addition, the City is requiring that proposers submit examples of recent needs assessment studies. When submitting examples, please make sure to include the project scope, research methods, results of the needs assessment, and the final recommendations regarding funding priorities and potential investment strategies. In particular, the City would like to understand the proposer's approach to identifying, organizing, and categorizing results that inform funding priorities and potential investment strategies.

COMPARATIVE EVALUATION CRITERIA

Successful proposals will include at a minimum, examples of recent studies similar to the scope described in this Request for Proposal. Responses to this Request for Proposal will also be evaluated according to the following criteria, which are intended to assist the City in evaluating the proposals. Responses to the following areas should be brief, yet complete.

Each responsive and responsible proposal shall be assigned a composite rating using the categories of “highly advantageous” “advantageous” or “not advantageous”.

1. Experience with Community Planning Studies

- **Highly Advantageous** — To receive a highly advantageous rating the Team Leader and members will have successful experience of at least 5 years and with 3 or more projects on similar studies, including a data-and-community-driven needs assessment with multi-stakeholder engagement
- **Advantageous** — To receive an advantageous rating the Team Leader and members will have successful experience between 3 and 5 years and with at least 2 projects on similar studies, including a data-and-community-driven needs assessment with multi-stakeholder engagement
- **Not Advantageous** — To receive a not advantageous rating the Team Leader and members will have successful experience of less than 3 years and with 1 project on similar studies, including a data-and-community-driven needs assessment with multi-stakeholder engagement

2. Strategy

- **Highly Advantageous** — To receive a highly advantageous rating a proposal will have a detailed and well-thought out strategy to address all aspects of the scope of work, including a comprehensive research plan and a project timeline with realistic milestones to accomplish all project elements within the contract timeframe.
- **Advantageous** — To receive an advantageous rating a proposal will have a detailed and well-thought out strategy to address most aspects of the scope of work, including a comprehensive research plan and a project timeline with realistic milestones to accomplish most project elements within the contract timeframe.
- **Not Advantageous** — To receive a not advantageous rating a proposal will have a strategy to address less than half of the aspects of the scope of work and/or will not have a research plan and a project timeline with realistic milestones to accomplish all project elements within the contract timeframe.

3. Project Staffing

- **Highly Advantageous** — To receive a highly advantageous rating the Project Team will be identified and have clearly defined responsibilities for each team member and a Team Leader will be designated. The staffing plan must identify “backup” staff that will be available to complete the project in a timely manner if the original project staff is no longer available to work on this project.
- **Advantageous** — To receive an advantageous rating the Project Team will be identified and a Team Leader will be designated. The staffing plan must indicate that sufficient staffing will be available to complete the project in a timely manner.
- **Not Advantageous** — To receive a not advantageous rating the Project Team will not have defined responsibilities and/or will not have an identified Team Leader and/or will not have sufficient staffing to complete the project in a timely manner.

4. Culturally-based Communication and Consulting

- **Highly Advantageous** — To receive a highly advantageous rating the Team Leader and team member(s) will have at least three (3) years of experience of culturally based communication and consulting as well as experience with hard to reach populations including marginalized, vulnerable, and underserved residents as demonstrated in past Consultant projects and team members’ resumes
- **Advantageous** — To receive an advantageous rating the Team Leader and team member(s) will have between one (1) and three (3) years of experience of culturally based communication and consulting as well as experience with hard to reach populations including marginalized, vulnerable, and underserved residents as demonstrated in past Consultant projects.
- **Not Advantageous** — To receive a not advantageous rating the Team Leader and team member(s) will have less than one (1) year of experience of culturally based communication and consulting as well as experience with hard to reach populations including marginalized, vulnerable, and underserved residents.

5. Quality of References

The City reserves the right to use itself as a reference.

- **Highly Advantageous** — To receive a highly advantageous rating the Consultant will provide three (3) or more references, among them at least two philanthropic organizations or governmental entities, who can comment positively on their experiences with the Consultant(s), their areas of expertise, and their ability to complete a study of similar scope and complexity as described in this RFP. At least two (2) of these references must be for the Team Leader. At least

one (1) reference must demonstrate that the Team Leader and another team member(s) have worked together successfully. In addition, at least one (1) of these references will comment positively on work done specifically in the Greater Boston and/or Cambridge area.

- ***Advantageous*** — To receive an advantageous rating the Consultant will provide three (3) references, among them at least one philanthropic organization or government entity, who can comment positively on their experiences with the Consultant(s), their areas of expertise, and their ability to complete a study of similar scope and complexity as described in this RFP. At least one of these references must be for the Team Leader.
- ***Not Advantageous*** — To receive a not advantageous rating the applicant will provide fewer than three (3) references who can comment positively on their experiences with the Consultant(s), their areas of expertise, and their ability to complete a study of similar scope and complexity as described in this RFP.

6. Interview

Proposers may be asked to participate in an onsite interview and make an in-person presentation to the Evaluation Committee.

- ***Highly Advantageous*** – To receive a highly advantageous rating, the proposer's oral presentation will be clear and well organized and demonstrate a strong public speaking/presentation ability to clearly communicate a command of all of the issues highlighted in this RFP.
- ***Advantageous*** – To receive an advantageous rating, the proposer's oral presentation will be clear and well organized and demonstrate the proposer's ability to communicate effectively about several of the issues highlighted in this RFP.
- ***Not Advantageous*** – To receive a not advantageous rating, the proposer's oral presentation was not clear and/or well organized and did not demonstrate the proposer's ability to communicate effectively about the issues highlighted in this RFP.

PRICE PROPOSAL

This Price Proposal form must **be submitted in a sealed envelope marked Price Proposal, separate from the proposal.** Failure to adhere to this instruction will result in automatic disqualification of your proposal. Price must remain firm for the entire contract.

Flat Fee \$ _____

Flat Fee in words: _____

Please include a supplemental sheet with an itemized breakdown of the fee including:

Hourly Rates of each staff member assigned to the City of Cambridge contract: _____/hr

The number of hours the bidder will require to complete the services _____

Name of Bidder: _____

Signature of Bidder: _____

If Addenda issued by the City, this proposal includes addenda numbered: _____

Signature of Individual submitting proposal: _____

Name of business: _____

Address of Bidder: _____

Telephone Number: _____

Fax Number: _____

Email Address: _____

Please check one of the following and insert the requested information:

() Corporation, incorporated in the State of: _____

() Partnership. Names of partners: _____

() Individual _____

THIS PRICE PROPOSAL FORM MUST BE SUBMITTED IN A SEPARATE SEALED ENVELOP MARKED PRICE PROPOSAL

Anti-Collusion and Tax Compliance Certificate

The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any person. As used in this certification, “person” shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization or other group of individuals.

As required by MGL Chapter 62C, Section 49A, the undersigned further certifies under penalty of perjury that the bidder has complied with all of the laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Signature: _____

Name of person signing proposal: _____

Title of officer signing for firm, if applicable: _____

Name of business, of applicable: _____

Address: _____

Signature of all firm partners, if applicable: _____

THIS FORM MUST BE SUBMITTED WITH THE PROPOSAL.

CORI COMPLIANCE FORM

Persons and businesses supplying goods and/or services to the City of Cambridge (“Vendors”), who are required by law to perform CORI checks, are further required by Section 2.112.060 of the Cambridge Municipal Code to employ fair policies, practices and standards relating to the screening and identification of persons with criminal backgrounds through the CORI system. Such Vendors, when entering into contracts with the City of Cambridge, must affirm that their policies, practices and standards regarding CORI information are consistent with the policies, practices and standards employed by the City of Cambridge as set forth in the City of Cambridge CORI Policy (“CORI Policy”) attached hereto.

CERTIFICATION

The undersigned certifies under penalties of perjury that the Vendor employs CORI related policies, practices and standards that are consistent with the provisions of the attached CORI Policy. **All Vendors must check one of the three lines below.**

1. _____ CORI checks are not performed on any Applicants.
2. _____ CORI checks are performed on some or all Applicants. The Vendor, by affixing a signature below, affirms under penalties of perjury that its CORI policies, practices and standards are consistent with the policies, practices and standards set forth in the attached CORI Policy.
3. _____ CORI checks are performed on some or all Applicants. The Vendor’s CORI policies, practices and standards are not consistent with the attached CORI Policy. Please explain on a separate sheet of paper.

(Typed or printed name of person
signing quotation, bid or Proposal)

Signature

(Name of Business)

NOTE:

The City Manager, in his sole discretion may grant a waiver to any Vendor on a contract by contract basis.

Instructions for Completing CORI Compliance Form:

A Vendor should not check Line 1 unless it performs NO CORI checks on ANY applicant. A Vendor who checks Line 2 certifies that the Vendor’s CORI policy conforms to the policies, practices and standards set forth in the City’s CORI Policy. A Vendor with a CORI policy that does NOT conform to the City’s CORI Policy must check Line 3 and explain the reasons for its nonconformance in writing. Vendors, who check Line 3, will not be permitted to enter into contracts with the City, absent a waiver by the City Manager.

THIS FORM MUST BE SUBMITTED WITH THE PROPOSAL

APPENDIX A

City of Cambridge Articles of Agreement SAMPLE

File Number:

This agreement is made and entered into this **xx/xx/xxxx** by and between the **City Of Cambridge** ("the CITY"), a municipal corporation organized and existing under the laws of the **Commonwealth of Massachusetts**, and **xxxxxxxxxxxxxx**, a corporation duly organized and existing under the laws of the **State of xxxxxxxx**("the Contractor").

Address:

Telephone: Fax: Atten.:

Email:

Article I. Definition. "This Contract" as used herein shall mean these Articles of Agreement and "the bid documents," which include, but are not limited to, the instructions to bidders, the Contractor's bid or proposal, the specifications, the general conditions, the requirements, the applicable addenda, and all documents and forms submitted with the Contractor's bid or proposal that were accepted by the City.

Article II. Duration. The Contractor shall commence the performance of this contract for the period beginning on **xx/xx/xxxx** and ending on **xx/xx/xxxx**.

Article III. Terms. The Contractor agrees to provide the services all in accordance with the bid documents of **xx/xx/xxxx**.

Contract Value:

Article IV. Payment. The City agrees to pay to Contractor the sum set forth in the Contractor's bid or proposal. **Contractor shall invoice the department to which it provided the service, not the Purchasing Department.**

Article V. Termination. The following shall constitute events of default under this Contract requiring immediate termination: a) any material misrepresentation made by the Contractor, b) any failure by the Contractor to perform any of its obligations under this Contract including, but not limited to, the following: (i) failure to commence performance of this Contract at the time specified in this Contract due to a reason or circumstance within the Contractor's reasonable control, (ii) failure to perform this Contract with sufficient personnel and equipment or with sufficient material to ensure the completion of this Contract within the specified time due to a reason or circumstance within the Contractor's reasonable control, (iii) failure to perform this Contract in a manner reasonably satisfactory to the City, (iv) failure to promptly re-perform within reasonable time the services that were rejected by the City as erroneous or unsatisfactory, (v) discontinuance of the services for reasons not beyond the Contractor's reasonable control, (vi) failure to comply with a material term of this Contract, including, but not limited to, the provision of insurance and nondiscrimination, and (vii) any other acts specifically and expressly stated in this Contract as constituting a basis for termination of this Contract.

Except as otherwise provided in the Articles of Agreement, the City may terminate the contract upon seven days notice.

Article VI. Damages. From any sums due to the Contractor for services, the City may keep for its own the whole or any part of the amount for expenses, losses and damages as directed by the Purchasing Agent, incurred by the City as a consequence of procuring services as a result of any failure, omission or mistake of the Contractor in providing services as provided in this Contract.

Article VII. Conflict. In the event there is a conflict between these Articles and the bid documents, the bid documents shall supersede these articles.

Article VIII. Governing laws and ordinances. This Contract is made subject to all the laws of the Commonwealth and the Ordinances of the City and if any such clause thereof does not conform to such laws or ordinances, such clause shall be void (the remainder of the Contract shall not be affected) and the laws or ordinances shall be operative in lieu thereof.

Article IX. Performance Security. Upon execution of this Contract by the Contractor, the Contractor shall furnish to the City security for the faithful performance of this Contract in the amount of 0% of the value of the bid in the form of a performance bond issued by a surety satisfactory to the city or in the form of a certified check.

Article X. Equal Opportunity. the Contractor in the performance of all work under this contract will not discriminate on the grounds of race, color, sex, age, religious creed, disability, national origin or ancestry, sexual orientation, marital status, family status, military status, or source of income in the employment practices or in the selection or retention of subcontractors, and in the procurement of materials and rental of equipment. The city may cancel, terminate or suspend the contract in whole or in part for any violation of this article.

Article XI. Assignability. the Contractor shall not assign, sell, subcontract or transfer any interest in this contract without prior written consent of the city.

In witness whereof the parties have hereto and to three other identical instruments set their hands the day and year first above written.

The City:

The Contractor:

Richard C. Rossi
City Manager

Signature and Title

Amy L. Witts
Purchasing Agent

Approved as to Form:

Nancy E. Glowa
City Solicitor

APPENDIX B

Chapter 2.121

LIVING WAGE ORDINANCE

Sections:

2.121.010	Title and Purpose
2.121.020	Definitions
2.121.030	Living Wage
2.121.040	Waivers and Exceptions
2.121.050	Notification
	Requirements
2.121.060	Duties of covered
	Employers
2.121.070	Community Advisory
	Board
2.121.080	Enforcement
2.121.090	Severability
2.121.100	Effective Date

2.121.010 Title and Purpose.

This Chapter shall be known as the "Cambridge Living Wage Ordinance". The purpose of this ordinance is to assure that employees of the City of Cambridge and employees of City contractors, subcontractors and beneficiaries of tax abatements, loans, grants, subsidies and other assistance provided by the City earn an hourly wage that is needed to support a family of four.

2.121.020 Definitions.

For the purposes of this ordinance, the term:

(a) **"Applicable Department"** means the Personnel Department for employees of the City of Cambridge, the Purchasing Department, with the advice and assistance of the appropriate department which receives the services, for Covered Employers who contract or subcontract with the City of Cambridge, the School Department for employees, contractors and subcontractors of the School Department, and the City Manager's Office for any other Person who is a Beneficiary of assistance other than a contract or subcontract.

(b) **"Assistance"** means:

(1) any grant, loan, tax incentive, bond financing, subsidy, or other form of assistance valued at least \$10,000 that an employer receives by or through the authority or approval of the City of Cambridge, including, but not limited to, c. 121A tax abatements, industrial development bonds, Community Development Block Grant (CDBG) loans and grants, Enterprise Zone designations awarded after the effective date of this Chapter, and the lease of city owned land or buildings below market value; and

(2) any service contract, as defined herein, of at least \$10,000 with the City of Cambridge that is made with an employer to provide services pursuant to G.L.c. 30B or other public procurement laws, awarded, renegotiated or renewed after the effective date of this Chapter.

(3) any service subcontract, as defined herein, of at least \$10,000.

(c) **"Beneficiary"** means:

- (1) any person who is a recipient of Assistance;
- (2) any company or person that is a tenant or sub-tenant, leaseholder or sub-leaseholder of a recipient of Assistance, provided that said company or person employs at least 25 persons and occupies property or uses equipment or property that is improved or developed as a result of Assistance, after the effective date of this Chapter; and

(d) **"Covered Employer"** means the City of Cambridge or a Beneficiary of Assistance.

(e) **"Covered Employee"** means:

- (1) a person employed by the City of Cambridge except for persons in those positions listed in Section 2.121.040(j) of this ordinance; and
- (2) a person employed by a Covered Employer, or a person employed by an independent contractor doing business with a Covered Employer, who would directly expend any of his or her time on the activities funded by the contract or the activities for which the Beneficiary received the Assistance, except for persons in those positions listed in Section 2.121.040(j) of this ordinance..

(f) **"Living Wage"** has the meaning stated in Section 2.121.030.

(g) **"Person"** means one or more of the following or their agents, employees, servants, representatives, and legal representatives: individuals, corporations, partnerships, joint ventures, associations, labor organizations, educational institutions, mutual companies, joint-stock companies, trusts, unincorporated organizations, trustees, trustees in bankruptcy, receivers, fiduciaries, and all other entities recognized at law by the Commonwealth of Massachusetts.

(h) **"Service Contract"** means a contract let to a contractor by the City of Cambridge for the furnishing of services, to or for the City, except contracts where services are incidental to the delivery of products, equipment or commodities. A contract for the purchase or lease of goods, products, equipment, supplies or other property is not a "service contract" for the purposes of this definition.

(i) **"Service Subcontract"** means a subcontract primarily for the furnishing of services, to or for a recipient of Assistance, except where services are incidental to the delivery of products, equipment or commodities. A contract for the purchase or lease of goods, products, equipment, supplies or other property is not a "service subcontract" for the purposes of this definition.

2.121.030 Living Wage.

(a) **Applicability.** Covered Employers shall pay no less than the Living Wage to their employees.

(b) **Amount of wage.** The Living Wage shall be calculated on an hourly basis and shall be no less than \$10.00, subject to adjustment as provided herein. The Living Wage shall be upwardly adjusted each year no later than March first in proportion to the increase at the immediately preceding December 31 over the year earlier level of the Annual Average Consumer Price Index for All Urban Consumers (CPI -U) Boston-Lawrence-Salem, MA - NH, as published by the Bureau of Labor Statistics, United States Department of Labor applied to \$10.00.

(c) **No reduction in collective bargaining wage rates.** Nothing in this Chapter shall be read to require or authorize any beneficiary to reduce wages set by a collective bargaining agreement.

(d) **Cuts in non-wage benefits prohibited.** No Beneficiary will fund wage increases required by this Chapter, or otherwise respond to the provisions of this Chapter, by reducing the health, insurance, pension, vacation, or other non-wage benefits of any of its employees.

2.121.040 Waivers and Exceptions.

(a) Waivers. A Covered Employer may request that the City Manager grant a partial or whole waiver to the requirements of this Chapter.

(b) General Waivers. Waivers may be granted where application of this Chapter to a particular form of Assistance is found by the City Solicitor to violate a specific state or federal statutory, regulatory or constitutional provision or provisions, and the City Manager approves the waiver on that basis.

(c) Hardship Waivers for certain not-for-profit employers. An employer, who has a contract with the City of Cambridge which is not subject to the provisions of G.L. c. 30B, may apply to the City Manager for a specific waiver where payment of the Living Wage by a not-for-profit Covered Employer would cause a substantial hardship to the Covered Employer.

(d) Chapter 30B contract waivers. Prior to issuing an invitation for bids for a procurement contract subject to the provisions of G.L. c. 30B, any Applicable Department may apply to the City Manager for a waiver of the application of the Living Wage to the contract where payment of the Living Wage by a Covered Employer would make it inordinately expensive for the City to contract for the services or would result in a significant loss of services, because the contracted work cannot be segregated from the other work of the Covered Employer.

(e) General Waiver Request Contents. All General Waiver requests shall include the following:

- (1) The nature of the Assistance to which this Chapter applies;
- (2) The specific or official name of the Assistance and Assistance program, the statutory or regulatory authority for the granting of the Assistance, and a copy of that authority;
- (3) The conflicting statutory, regulatory, or constitutional provision or provisions that makes compliance with this Chapter unlawful, and a copy of each such provision; and
- (4) A factual explication and legal analysis of how compliance with this Chapter would violate the cited provision or provisions, and the legal consequences that would attach if the violation were to occur.

(f) Hardship Waiver Request Contents. All Hardship Waiver requests shall include the following:

- (1) The nature of the Assistance to which this Chapter applies;
- (2) A detailed explanation of why payment of the Living Wage would cause a substantial hardship to the Covered Employer; and
- (3) A statement of proposed wages below the Living Wage.

(g) Chapter 30B Contract Waiver Request Contents. A Chapter 30B contract waiver request shall include the following:

- (1) The nature of the Assistance to which this Chapter applies;
- (2) A detailed explanation of why the contracted work cannot be segregated from the other work of the bidding Covered Employers thereby making the cost of the contract with the payment of the Living Wage inordinately expensive or would result in a significant loss of services;

(h) Community Advisory Board review and recommendation regarding waiver requests. The Community Advisory Board, as described in Section 2.121.070 of this ordinance, shall consider waiver requests along with their supporting documentation and analysis, and may hold a public hearing to consider the views of the public before making a recommendation to the City Manager regarding the waiver request. For a hardship waiver, the Community Advisory Board shall offer an opportunity to be heard to employees of the Covered Employer. After reviewing the recommendation of the Community Advisory Board, the City Manager may approve and grant or deny all or part of a request. The City Manager may in his or her discretion grant a temporary hardship waiver pending the hearing before the Community Advisory Board. For Chapter 30B contract waivers, the Community Advisory Board shall make its recommendation to the City Manager no more than thirty days after it is notified of the request for a Chapter 30B contract waiver.

(i) Terms of exceptions. If an employer is subject to this Chapter as a result of its receipt of more than one kind of Assistance covered by this Chapter, and if the City Manager grants a waiver with respect to one form of Assistance, the City Manager need not find that this Chapter is inapplicable to the employer with respect to another form of Assistance received by the employer.

(j) Exceptions. The following positions will be excepted from the requirement of the payment of the Living Wage upon certification in an affidavit in a form approved by the Applicable Department and signed by a principal officer of the Covered Employer that the positions are as follows:

(1) youth hired pursuant to a city, state, or federally funded program which employs youth as defined by city, state, or federal guidelines, during the summer, or as part of a school to work program, or in other related seasonal or part-time program;

(2) work-study or cooperative educational programs;

(3) trainees who are given a stipend or wage as part of a job training program that provides the trainees with additional services, which may include, but are not limited to, room and board, case management, or job readiness services.

(4) persons working in a recognized supported employment program that provides workers with additional services, which may include, but are not limited to, room and board, case management, counseling, or job coaching;

(5) positions where housing is provided by the employer;

(6) employees who are exempt from federal or state minimum wage requirements; and

(7) individuals employed by the City of Cambridge where the employment of such individuals is intended primarily to provide a benefit or subsidy to such individuals, although the City is compensating them for work performed.

2.121.050 Notification Requirements.

All Applicable Departments shall provide in writing an explanation of the requirements of this ordinance in all requests for bids for service contracts and to all persons applying for Assistance as defined by this ordinance. All persons who have signed a service contract with the City of Cambridge or a contract for Assistance shall forward a copy of such requirements to any person submitting a bid for a subcontract on the Assistance contract.

2.121.060 Duties of Covered Employers.

(a) Notification Requirements. Covered employers shall provide each Covered employee with a fact sheet about this ordinance and shall post a notice about the ordinance in a conspicuous location visible to all employees. The fact sheet and poster shall be provided to the Covered Employer by the Applicable Department and shall include:

(1) notice of the Living Wage amount;

(2) a summary of the provisions of this ordinance;

(3) a description of the enforcement provisions of the ordinance;

(4) the name, address, and phone number of a person designated by the Applicable Department to whom complaints of noncompliance with this ordinance should be directed.

(b) Contract for Assistance. At the time of signing a contract for assistance with the City of Cambridge or with a Beneficiary, the contract must include the following:

(1) the name of the program or project under which the contract or subcontract is being awarded;

(2) a local contact name, address, and phone number for the Beneficiary;

(3) a written commitment by the Beneficiary to pay all Covered Employees not less than the Living Wage as subject to adjustment under this ordinance and to comply with the provisions of this ordinance;

(4) a list of Covered Employees under the contract with the employees' job titles;

(5) a list of all subcontracts either awarded or that will be awarded to Beneficiaries with funds from the Assistance. Upon signing any subcontracts, the Covered Employer shall forward a copy of the subcontract to the Applicable Department.

(c) Maintenance of payroll records. Each Covered Employer shall maintain payrolls for all Covered Employees and basic records relating thereto and shall preserve them for a period of three years. The records shall contain the name and address of each employee, the job title and classification, the number of hours worked each day, the gross wages, deductions made, actual wages paid, and copies of social security wage and withholding reports, and evidence of payment thereof and such other data as may be required by the Applicable Department from time to time.

(d) Applicable Department duties. The Applicable Department shall cause investigations to be made as may be necessary to determine whether there has been compliance with this Ordinance. The Applicable Department shall report the findings of all such investigations to the Community Advisory Board.

(e) Covered Employer to cooperate. The Covered Employer shall submit payroll records on request to the Applicable Department. The Covered Employer shall permit City representatives to observe work being performed upon the work site, to interview employees and to examine the books and records relating to the payrolls being investigated to determine payment of wages.

(f) City Assistance Reports. Each Applicable Department shall file a City Assistance Report with the City Manager and the Community Advisory Board by July 31 of each year. The report shall include, for each Assistance package or contract approved during the preceding fiscal year:

(1) the name of the Applicable Department (awarding agency), the name of the specific program under which the Assistance was awarded, and the origin of funds for Assistance;

(2) a description of the purpose or project for which the Assistance was awarded;

(3) the name, address, and phone number of a local contact person for the Covered Employer;

(4) the total cost to the City of Assistance provided to each Beneficiary, including both face-value of Assistance, as well as revenue not collected as a result of the Assistance.

2.121.070 Community Advisory Board.

(a) Purpose. The purpose of the Community Advisory Board shall be to review the effectiveness of this Ordinance at creating and retaining Living Wage jobs, to make recommendations to the City Manager regarding the granting of Waivers to Covered Employers, to review the implementation and enforcement of this ordinance, and to make recommendations from time to time in connection therewith.

(b) Composition. The Community Advisory Board shall be composed of nine members and shall include representatives of labor unions, community organizations and the business community. All members will be appointed by the City Manager. Members of the Board shall serve a three-year term. Whenever a vacancy shall occur the City Manager shall appoint a replacement within thirty days of said vacancy.

(c) Meetings. The Community Advisory Board shall meet quarterly and in special session as required. All meetings of the Board shall be open to the public and will allow for public testimony on the uses of the City Assistance generally, and on specific instances of Assistance or proposed Assistance as received or sought by individual enterprises.

(d) Conflict of Interest. No member of the Community Advisory Board shall participate in any proceeding concerning a Beneficiary, a Covered Employer or a Covered Employee, or applicant for waiver or exemption, if the member or any member of his or her immediate family has a direct or indirect financial interest in the outcome of said proceeding.

2.121.080 Enforcement.

(a) Enforcement powers. In order to enforce this Chapter, the Applicable Department may, with the approval and assistance of the City Solicitor, issue subpoenas, compel the attendance and testimony of witnesses and production of books, papers, records, and documents relating to payroll records necessary for hearing, investigations, and proceedings. In case of failure to comply with a subpoena, the City may apply to a court of appropriate jurisdiction for an order requiring the attendance and testimony of witnesses and the productions of books, papers, records, and

documents. Said court, in the case of a refusal to comply with any such subpoena, after notice to the person subpoenaed, and upon finding that the attendance or testimony of such witnesses or the production of such books, papers, records, and documents, as the case may be, is relevant or necessary for such hearings, investigation, or proceedings, may issue an order requiring the attendance or testimony of such witnesses or the production of such documents and any violation of the court's order may be punishable by the court as contempt thereof.

(b) Complaint procedures. An employee who believes that he or she is a Covered Employee or an applicant for a position to be filled by a Covered Employee who believes that his or her employer is not complying with requirements of this Chapter applicable to the employer may file a complaint with the Applicable Department or with the Community Advisory Board. Complaints of alleged violations may also be filed by concerned citizens or by the City Council. Complaints of alleged violations may be made at any time, but in no event more than three years after the last date of alleged violation, and shall be investigated promptly by the Applicable Department. Statements written or oral, made by an employee, shall be treated as confidential and shall not be disclosed to the Covered Employer without the consent of the employee.

(c) Investigations and hearings. The Applicable Department shall investigate the complaint, and may, in conjunction with the City Solicitor, and in accordance with the powers herein granted, require the production by the employer of such evidence as required to determine compliance. Prior to ordering any penalty the applicable Department shall give notice to the employer and conduct a hearing. If at any time during these proceedings, the employer voluntarily makes restitution of the wages not paid to the employee making the complaint and to any similarly situated employees, by paying all back wages owed plus interest at the average prior year Massachusetts passbook savings bank rate, or otherwise remedies the violation alleged if the violation involves matters other than wages, then the Applicable Department shall thereafter dismiss the complaint against the employer.

(d) Remedies. In the event that the Applicable Department, after notice and hearing, determines that any Covered Employer has failed to pay the Living Wage rate or has otherwise violated the provisions of this Chapter, the Applicable Department may order any or all of the following penalties and relief:

(1) Fines up to the amount of \$300 for each Covered Employee for each day that the Covered Employer is in violation of this Ordinance, except if the violation was not knowing and willful, then the total fine shall not exceed the amount of back wages plus interest owed;

(2) Suspension of ongoing contract and subcontract payments;

(3) Ineligibility for future City Assistance for up to three years beginning when all penalties and restitution have been paid in full. In addition, all Covered Employers having any principal officers who were principal officers of a barred beneficiary shall be ineligible under this section; and

(4) Any other action deemed appropriate and within the discretion and authority of the city.

Remedies in this section shall also apply to the party or parties aiding and abetting in any violation of this chapter.

(e) Private right of action. Any Covered Employee, or any person who was formerly employed by a Beneficiary, may bring an action to enforce the provisions of this Chapter to recover back pay and benefits, attorneys fees and costs, by filing suit against a Beneficiary in any court of competent jurisdiction.

(f) Remedies herein non-exclusive. No remedy set forth in this Chapter is intended to be exclusive or a prerequisite for asserting a claim for relief to enforce the right granted under this Chapter in a court of law. This Chapter shall not be construed to limit an employee's right to bring a common law cause of action for wrongful termination.

(g) Retaliation and discrimination barred. A Covered Employer shall not discharge, reduce the compensation or otherwise retaliate against any employee for making a complaint to the City, otherwise asserting his or her rights under this Chapter, participating in any of its proceedings or using any civil remedies to enforce his or her rights under the Chapter. The City shall investigate allegations of retaliation or discrimination and shall, if found to be true, after notice and a hearing, order appropriate relief as set out in paragraphs (c) and (d) herein

2.121.090 Severability.

In the event any provision of this ordinance shall be held invalid or unenforceable by any court of competent jurisdiction, such holding shall not invalidate or render unenforceable any other provisions hereof.

2.121.100 Effective Date.

This law shall be effective sixty (60) after final passage.

The Living Wage Ordinance (2.121) provides, at 1.121.030(b) that the wage shall be upwardly adjusted each year no later than March 1st in proportion to the increase in the Annual Average Consumer Price Index for the prior calendar year for All Urban Consumers (CPI-U) in the Boston area, as published by the federal Bureau of Labor Statistics.

For calendar year 1999, the CPI-U increased by 2.5%. Therefore the new living wage, as of March 1, 2000 is \$10.25.

For calendar year 2000, the CPI-U increased by 4.3%. Therefore the new living wage, as of March 1, 2001 is \$ 10.68.

For calendar year 2001, the CPI-U increased by 4.3%. Therefore the new living wage, as of March 1, 2002 is \$11.11.

For calendar year 2002, the CPI-U increased by 2.6% . Therefore the new living wage, as of March 1, 2003 is \$11.37.

The City Council has voted to amend the section of the Living Wage Ordinance (1.121.030 (b) that provides the method for calculating cost of living increases each year. As a result of this change, the living wage as of March 30, 2003 is \$11.44.

For calendar year 2003, the CPI-U increased by 3.76%. Therefore the new living wage, as of March 1, 2004 is \$11.87.

For calendar year 2004, the CPI-U increased by 2.7%. Therefore the new living wage, as of March 1, 2005 is \$12.19.

For calendar year 2005, the CPI-U increased by 3.3%. Therefore the new living wage, as of March 1, 2006 is \$12.59.

For calendar year 2006 the CPI-U increased by 3.1 %. Therefore the new living wage, as of March 1, 2007 is \$12.98.

For calendar year 2007 the CPI-U increased by 1.9 %. Therefore the new living wage, as of March 1, 2008 is \$13.23.

For calendar year 2008 the CPI-U increased by 3.5 %. Therefore the new living wage, as of March 1, 2009 is \$13.69.

For calendar year 2009 the CPI-U decreased by .67 %. Therefore the new living wage, as of March 1, 2010 will remain at \$13.69.

For calendar year 2010 the CPI-U increased by 1.57%. Therefore the new living wage, as of March 1, 2011 is \$13.90.

For calendar year 2011 the CPI-U increased by 2.71%. Therefore the new living wage, as of March 1, 2012 is \$14.28.

For calendar year 2012 the CPI-U increased by 1.58%. Therefore the new living wage, as of March 1, 2013 is \$14.51.

For calendar year 2013 the CPI-U increased by 1.37%. Therefore the new living wage, as of March 1, 2014 is \$14.71.

For calendar year 2014 the CPI-U increased by 1.61% Therefore the new living wage, as of March 1, 2015 is \$14.95.